



KWIB

Kentucky Workforce
Investment Board

For a 21st Century Workforce

Building Partnerships for a 21st Century Workforce

**Annual Report
to the Governor
July 1, 2000—June 30, 2001**

Ken Oilschlager
Chairman

Nancy Laprade
Executive Director



KWIB
**Kentucky Workforce
Investment Board**
For a 21st Century Workforce

500 Mero St.
226 Capital Plaza Tower
Frankfort KY 40601
Ph: (502) 564-6606
Fax: (502) 564-7967

March 2002

Dear Governor Patton:

On behalf of the Kentucky Workforce Investment Board (KWIB), I am pleased to submit this fiscal year 2000-2001 annual report highlighting the development, accomplishments and future challenges of Kentucky's workforce investment system. This report is submitted not only to meet the requirements of the Workforce Investment Act of 1998, but, more importantly, to summarize and spotlight the accomplishments of Kentucky's broad workforce development system and each of its major partners.

At the start of the 21st century, more than any other time in our nation's history, the economic vitality of our businesses, our communities, our states, and our nation depends on the knowledge and skills of our workers. In order for Kentucky to remain competitive in the knowledge-based global economy, it is critical that we create and maintain a world-class workforce with world-class skills. In fact, we believe that the knowledge-based economy presents critical new obligations and responsibilities for our workforce development system and our investment in innovative and responsive education and training solutions.

It is clear that no one agency or cabinet can meet these new obligations and responsibilities alone. We must unite our education, economic development, workforce investment and human service strategies in a common effort to equip our workforce with higher skills and supply our companies with qualified workers. Therein lies the role of the Kentucky Workforce Investment Board. As a facilitator, collaborator, convener and systems change agent, the Board is striving to move the workforce investment system forward to new levels of excellence.

In addition to the legal responsibilities that the Kentucky Workforce Investment Board has under the Workforce Investment Act of 1998, the Board has established a strategic plan that guides its vision and work. In fact, it is this strategic role that the Board believes is critical to the sustained development of Kentucky's workforce investment system. This report, therefore, is focused around the KWIB's strategic goals and the significant accomplishments of the major workforce partners that have contributed toward meeting those goals. This document is not meant to be all-inclusive, but rather is intended to highlight successes that, when woven together, create a significantly more effective workforce development system.

We salute the accomplishments and contributions of our partners. On behalf of the Kentucky Workforce Investment Board and our workforce partners, we are proud to present this annual report. We thank you, Governor, for your continuing support and your strong commitment to the education of Kentucky's citizens and the economic vitality of the Commonwealth.

Sincerely,



Ken Oilschlager

TABLE OF CONTENTS

Setting the Stage.....	1
Goal 1: Identifying and Filling Skill Gaps	3
Goal 2: Marketing and Public Relations	5
Goal 3: Customer-Driven Infrastructure	7
Goal 4: National Leadership.....	12
Goal 5: Workforce Services for Youth.....	13
Major Challenges for Program Years 2001 & 2002.....	14
Appendices	
A. Kentucky Workforce Investment Board Members	17
B. Local Areas and Chairs.....	18
C. Major Partners.....	20
D. Statewide Performance Measures.....	21
E. Workforce Investment Act Title I Expenditures	22

SETTING THE STAGE

On July 1, 1999, under the direction of Governor Paul Patton, the Commonwealth of Kentucky became one of six states to undertake early implementation of the Workforce Investment Act of 1998. From February 1998 through December of 2000, the Kentucky Workforce Investment Board (KWIB), in partnership with the Department for Training and ReEmployment in the Cabinet for Workforce Development and the local Workforce Investment Boards, focused on accomplishing the major administrative tasks associated with the system start-up and early implementation. Some of these early successes included:

- Designating eleven local workforce investment areas by executive order with reconstituted boards empowered to respond to their communities' needs.
- Establishing and strengthening 25 comprehensive One-Stop Career Centers and 94 affiliated sites throughout the Commonwealth.
- Developing Memoranda of Understanding (MOU) between local Workforce Investment Boards (WIBs) and One-Stop partners.

With the major start-up issues behind them, in December of 1999 the Kentucky Workforce Investment Board switched its focus from largely administrative functions to broad strategic thinking and positioning in relation to developing a world-class workforce for the 21st century. After a series of strategic planning sessions in calendar year 2000, in April 2001 the KWIB formally adopted a mission statement and strategic goals to guide its work.

STRATEGIC PLAN AND BOARD RESTRUCTURING

Mission

The mission of the Kentucky Workforce Investment Board is to be a leader and catalyst in creating a comprehensive, customer-driven workforce development system that meets the changing needs of job seekers, incumbent workers and employers. This performance-based system will leverage public and private resources by building strong partnerships to produce a skilled workforce and an improved quality of life for all Kentuckians.

Core Values

- Customer Driven
- Collaboration
- Measurable Results Oriented
- Continuous Improvement
- Commitment to Lifelong Learning

Strategic Goals

1. To develop a comprehensive system that identifies and fills the skill gaps in Kentucky's labor market on an ongoing basis.
2. To build a statewide, user-friendly, customer-driven infrastructure for workforce development.
3. To develop a marketing and public relations strategy that enhances awareness of workforce development issues for businesses and citizens of the Commonwealth.
4. To establish Kentucky as a national leader in workforce development and lifelong learning.
5. To increase coordination, communication and resources to provide universal access to quality workforce development services for Kentucky's youth.

"KWIB constantly directs our vision toward developing a world-class workforce. This is critical as we all work to achieve Governor Patton's goal of raising Kentucky's standard of living."

**Alan Rose,
Secretary,
Cabinet for
Workforce
Development**

" In fact, we [the KWIB] believe that the knowledge-based economy presents critical new obligations and responsibilities for our workforce development system and our investment in innovative and responsive education and training solutions."

**Ken
Oilschlager,
President and
CEO, Kentucky
Chamber of
Commerce**

Board Restructuring Through Self-evaluation

“The Board's new committee structure has been a success. The committees are making real strides toward accomplishing the goals in our strategic plan. The progress we've made over the last year would not have been possible without our restructuring efforts.”

***Kay Meurer,
President,
Kay Meurer's
Office
Furnishings***

In January 2001, an ad hoc committee was formed to address problems with attendance and lack of engagement by board members. After a series of interviews with board members, the ad hoc committee suggested a new committee structure for the board and a greater focus on strategic issues. The board endorsed the committee's recommendations and focused on developing a strong committee structure to move its strategic agenda forward. The new committee structure included: Executive Committee, Accountability and Funding Committee, Business and Industry Committee, Local Liaison Committee, Marketing and Public Relations Committee, and Youth Committee.

GOAL 1

To develop a comprehensive system that identifies and fills the skill gaps in Kentucky's labor market on an ongoing basis.

Board Initiatives:

- **Labor Market Information Survey**

After conducting numerous focus groups around the Commonwealth to solicit input from customers, the Cabinet for Workforce Development contracted with researchers from the University of Kentucky and the University of Louisville to conduct a Labor Market Information (LMI) Survey of job vacancies, required educational levels, benefits and underemployment. Job vacancy data will identify skills using the US Department of Labor's O*NET classification system. Preliminary data available February 2002; web-based data available June 2002.

- **Kentucky Employability Certificate**



The KWIB, in conjunction with ACT, Inc., will become the major sponsor of the Kentucky Employability Certificate, designed to document foundation skills in applied math, reading and locating information. The certificate is based on ACT's WorkKey's system and has been endorsed by the Kentucky Community and Technical College System (KCTCS), the Kentucky Chamber of Commerce, the Kentucky Society for Human Resource Management, the Cabinet for Workforce Development and the Department of Adult Education and Literacy. **Kentucky will be one of the first in the nation to issue such a certificate.**

"Quote from customer using WorkKeys"

Partner Initiatives:

- **Kentucky Manufacturing Skill Standards (KMSS)**

Under the direction of Governor Paul Patton, the Cabinet for Workforce Development, the Department of Education, the Cabinet for Economic Development and the Kentucky Community and Technical College System facilitated the development of manufacturing skills standards, assessments and related targeted instruction modules for Kentucky. Recently, KMSS services were expanded to be delivered on-line. The standards are business-driven; actually developed and continuously improved upon by a consortium of Kentucky manufacturers lead by Associated Industries of Kentucky.

- **WorkKeys ©**

Through the WorkKeys© system from ACT, Inc., the Cabinet for Workforce Development and the Kentucky Community and Technical College System (KCTCS), in collaboration with other public and private sector partners, are creating a state-wide approach to identifying the skills needed in a job, assessing the skills an individual possesses and filling the skill gaps through remediation and training.

- **EMPOWER Kentucky funded WorkKeys© pilots**

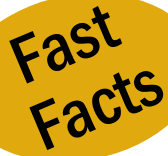
Seven pilot projects initiated locally driven WorkKeys © models.

- **KCTCS Program Profiling**

KCTCS developed a three year plan to "profile" all degree and certificate programs using the Developing A Curriculum(DACUM)/WorkKeys systems, as well as assess all entering and exiting students using WorkKeys.

"Our employees are not only very interested in additional education, they are pleased to be tested, receive additional training, and a recognized KMSS certificate, which not only applies to Wagstaff but to any manufacturing career across Kentucky."

**Carl Wicklund,
Plant Manager,
Wagstaff, Inc.**



Fast Facts

KCTCS Community and Economic Development Services

122,965
individuals served

2,357 businesses
served

Bluegrass State Skills Corporation:

3,788 Kentucky
residents trained
for new jobs.

14,955 Kentucky
residents trained
for existing
industry

16,760
Kentuckians
received skills
upgrade and
retraining
services.

- **Office of the New Economy (ONE) Strategic Plan (Workforce Section)**
A cross-cabinet team, facilitated by the Cabinet for Workforce Development, drafted the workforce section of the ONE plan. This cross-cabinet approach will be used to assist in implementation of the plan as well, including engaging a consortium of new economy businesses to articulate the skills that knowledge-based workers must possess.
- **Bluegrass State Skills Corporation (Cabinet for Economic Development)**
Bluegrass State Skills Corporation (BSSC) awarded 278 skills training grants valued at nearly \$7 million to public and private universities, KCTCS and other educational providers to provide skills training services to:
 - 217 individual companies and 22 training consortia that included 159 companies
 - Over 35,500 Kentucky residents
- **Kentucky Community and Technical College System (KCTCS)**
Postsecondary Reform (House Bill 1- 1997) created KCTCS as a comprehensive community and technical college system. One of the system's key roles was to be the primary provider of workforce training for the Commonwealth. Following is a sample of the accomplishments for 2001:
 - **Community and Economic Development Programs**
KCTCS colleges served 122,965 individuals and 2,357 businesses through their community and economic development outreach programs. Over 14,000 of those individuals received services through the Kentucky Workforce Investment Network System (KY WINS) projects. KCTCS created KY WINS to assist employers with developing high-performance organizations and to build a highly skilled workforce with transferable skills. KY WINS funded 26 projects totaling \$6.5 million..
 - **Information Technology (IT) Fast Track**
 - **CISCO Academies**
KCTCS, in partnership with the Department of Technical Education and the Kentucky Department of Education, has added 35 local CISCO Academies, for a total of 73 in Kentucky. These academies are providing high school students with computer networking skills and credentials, which have been identified as a critical need in today's labor market.
 - **Introduced online AAS Degree in Information Technology**
- **Engineering Education**
To fill the severe shortage of engineers necessary to expand the knowledge-based economy, the Council on Postsecondary Education (CPE) has initiated and coordinated a strategy for statewide engineering education in Kentucky, including the research universities, regional universities and KCTCS.

Education Pays

A 42-year-old woman was laid off in July of 1998 from a company she had been employed by for 6 years. As an administrative sales assistant her salary was \$17,000. She was assigned to Barren River Workforce Investment Area for dislocated worker services. She enrolled at Western Kentucky Technical College in January 1999 to seek an Associates Degree in Information Systems. While enrolled, she received assistance with tuition and books from the Barren River WIA. When she graduated in December 2000, she obtained a full-time position as a product specialist with Unicable at a salary of \$21,000.

GOAL 2

To develop a marketing and public relations strategy that enhances awareness of workforce development issues for businesses and citizens of the Commonwealth.

Board Initiatives:

- **Regional Business Roundtables**

In collaboration with local Workforce Investment Board partners, held the first in a series of regional roundtable discussions with business and industry to better understand what workforce development services they need and what public workforce partners can do to meet those needs. A summary report of the roundtable discussions identified a draft action plan for the public workforce partners, including the development and distribution of a resource guide for businesses.

- **KWIB News**

The Board began publication of a newsletter on a quarterly basis as a mechanism to increase communication and discuss broad workforce development issues.

- **Multi-state Employer Marketing Consortium**



The U.S. Department of Labor has provided \$1.6 million to support a co-branding strategy of state One-Stop systems and the America's Workforce Network. The strategy will be primarily targeted toward employers, with a goal of increasing awareness of state One-Stop services and linking them to the national brand identity. Kentucky was recently accepted into the consortium and will have access to a portion of the funds to conduct employer focus groups.

- **Local WIB Chairs Forum**

To promote communication with the local workforce investment areas, Ken Oilschlager, Chair of the KWIB, hosted the first biannual forum with the local workforce investment board chairs to discuss successes, challenges and potential solutions to common issues. This forum is particularly focused on identifying and addressing issues from the business perspective, since all chairs, by law, represent the business sector.

" The regional roundtables present a tremendous opportunity for the KWIB to hear directly from the business community what their workforce needs are. However, we must do more than listen... we must act to respond to those needs."

**Governor
Martha Layne
Collins**

" As the Chair of a local WIB and a member of the KWIB, I believe that the open communication at the local chairs' forums is very valuable. The State Board wants to help the local boards be successful... the KWIB's role is to facilitate and coordinate, much more than it is to regulate."

**Nicky Rapier
Chair, Lincoln
Trail WIB**

Bluegrass Workforce Investment Area WorkKeys Pilot

The Bluegrass Workforce Investment Area participated as a pilot site using the WorkKeys Skills assessments and curriculum during the past year. Partners in the pilot assessed and tested under employed and unemployed adults, welfare recipients, in and out of school youth, dislocated workers and individuals with disabilities. Over 704 individuals have been tested. Partners use the English, Math and Locating Information assessments to assess skill levels of individuals prior to enrolling individuals into training and or support services in various program areas. One major success of the project has been the usefulness of the WorkKeys system in providing individuals with valuable career development information. Individuals are able to use the assessments to specifically focus their remedial efforts and upgrade their skills.

“Marketing will be critical in tackling our major challenges over the next year ... we must promote the use of our one-stops, along with our local boards and other partners. The business community must first know that the one-stops exist — only then can we help to identify and address their training and recruitment needs.”

*Mike Garrison,
Chair, KWIB
Marketing and
Public Relations
Committee*

Partner Initiatives:

- **America’s Service Locator**

The Cabinet for Workforce Development and the local workforce investment areas developed a plan to utilize and promote America’s Service Locator (ASL). ASL provides comprehensive workforce service information for any location in the United States through a web site -- www.servicelocator.org -- and a toll-free help line -- 877-US 2JOBS or 877-889-5627 (TTY). The help line connects callers to trained call center personnel who can quickly access information on nearby services based on the caller’s location. The service locator is provided by the Department of Labor (US DOL) at no cost to the state and will provide one point of contact to market to Kentucky’s employers and workers. US DOL has agreed to customize the Service Locator for Kentucky.

- **Credentials Marketing Work Group**

The Cabinet for Workforce Development, KCTCS and local WIB staff have partnered to develop a plan and support materials for promoting Work Keys, the *Kentucky Employability Certificate* (KEC) and the *Kentucky Manufacturing Skills Standards* (KMSS) to employers and job seekers through the America's Service Locator and One-Stops.

- **Local Marketing Campaigns**

Some local workforce investment boards have invested in local marketing campaigns to raise awareness of the services offered through One-Stop career centers.

Bluegrass Workforce Investment Area Markets Services

The Bluegrass Workforce Investment Area marketed their WIA/One-Stop System after choosing “Central KY Job Center” for all comprehensive and satellite sites in the Bluegrass Area. As part of the campaign, flyers were printed describing the system and its partners. A table-top display was produced and used in a number of events the past year. Marketing materials with the Central KY Job Center logo were purchased to take to employers and to distribute at trade shows and job fair functions. All items have the logo, the Area’s web site www.ckentuckyjobs.com and the 1-877-US-2JOBS toll free number which gives information regarding centers and services.

New Found Security

Sandra Dobbs came to the One-Stop Career Center in the Purchase/Pennyrile Workforce Investment Area needing assistance re-entering the workforce after losing her job of 23 years due to a plant closure. Sandra had not had any formal training other than a high school diploma, but she wanted to become a licensed practical nurse (LPN). She started training at Madisonville Technical College in January 2000. She first obtained Certified Nurse Aid Training and began part-time employment at Muhlenberg Community Hospital while she continued to work toward her career goal. In May 2001, Sandra completed her LPN training and passed her board exams in June 2001. She is currently employed full-time as an LPN on the Acute Care floor of the Muhlenberg Community Hospital.

Sandra says that the Career Center helped her attain her career goal through financial and emotional support. “Now that I am through school, I have a skill that financially I can support myself and do not have to worry about not having a job due to lack of work,” she says. “I really enjoy my new career and I would encourage anyone that faces the same situation, of loss of job, to go to school. I am 53 years old and I am glad I had the opportunity to change careers.”

GOAL 3

To build a statewide, user-friendly, customer-driven infrastructure for workforce development.

Board Initiatives:

- **Evaluation and Continuous Improvement System**

Looking



Ahead

In support of a high priority of the KWIB Accountability and Funding Committee, a cross-agency team of staff earmarked some of the US DOL Incentive Funds (for PY 1999) to develop a meaningful evaluation and continuous improvement system for Kentucky's workforce development system. A consultant was chosen to assist in this process, which is expected to be completed in early 2003.

- **Analysis of Training Funding Streams**

Looking



Ahead

KWIB is undertaking an initiative to identify and analyze all workforce training funds in Kentucky, including both state and federal funds. The analysis will then lead to recommendations regarding the most effective way to make these funds easily accessible and transparent to customers.

- **Business Resource Guide**

As a result of input from the Bowling Green regional roundtable and several other sources, KWIB staff has developed a user-friendly guide (print and web-based) to publicly funded workforce development services available to the business community. It is available at www.kycwd.org.

- **Business Outreach Pilots**

Looking



Ahead

Under the direction of the KWIB Business and Industry Committee, development is underway for several pilot projects that will make it easier for businesses to access workforce development services. The major partners in the local pilots will be the One-Stops, the Kentucky Community and Technical College System and the Cabinet for Workforce Development. Pilot projects will use a cross-agency approach - training staff to "identify needs" and then putting a service package together using various cross-agency resources. A particular focus will be on serving small- and medium-sized businesses.

Partner Initiatives:

- **One-Stop System Development – A Major Success!**

One of the most important successes of the workforce development system in Kentucky at the local level has been the development and maturation of the One-Stop system. Although challenges certainly remain in this area, many significant strides have been made. To date, there are 27 comprehensive One-Stop centers and over 90 satellite/affiliate centers in Kentucky. Following is a small sample of the One-Stop system accomplishments:

- **EKCEP** and **TENCO** Workforce Investment Areas (WIAs) each hired a nationally known consultant to assist in helping the partners in each comprehensive One-Stop center to conduct an in-depth "resource mapping" process. This resulted in a written service matrix that identified each partner's assets and roles, as well as the service gaps that needed to be filled.
- **Northern Kentucky** WIA established the Northern Kentucky/Greater Cincinnati International Airport One-Stop Center to meet the needs of the

"It is frequently difficult for the business community to locate public resources available to them. The Workforce Tool Kit is a step in the right direction as it combines all the resources together in one guide and will make it easier for businesses to tap into these opportunities."

**Margaret Grissom,
President
and CEO,
Bowling Green
Area Chamber
of Commerce**



Fast Facts

Employment Services

Registered
311,762 job
seekers for work.

Assisted
employers in
filling 69,577
openings.

businesses at the airport facility. This center does a greater volume of business than was ever anticipated when first envisioned.

- **Lincoln Trail** and **Northern Kentucky** WIAs have expanded their vision of the delivery of their One-Stop services to include all counties in their workforce investment area. To this end, they have expanded both comprehensive centers and affiliate centers or access points and have significantly increased the number of customers served through the One-Stop system.
- **KentuckianaWorks** WIA joined the Jefferson County Public Schools in an area wide campaign to enable individuals to complete GED testing prior to new requirements taking effect on January 1, 2002. With use of the One-Stop centers on evenings and weekends, the schools more than doubled their goal of testing 400 individuals between October and December of 2001.
- The **Department for Employment Services** (DES) has made several innovative changes to better serve customers through the One-Stop system. These include:
 - Providing flexible office hours (evenings and weekends) as requested by local workforce investment areas.
 - Establishing virtual interviewing sites in Louisville, Florence and Hopkinsville One-Stop centers.
 - Implementing a system of self-registration and self-assisted job search.
- In order to ensure that materials and services are accessible to customers with disabilities, the **Department of Vocational Rehabilitation** (DVR) has played a very active role in the One-Stop system. DVR has a representative on every local workforce investment board and is actively involved in decision making in the One-Stop system. In a number of local areas DVR is a member of the One-Stop Center Operator Management Consortium.
- The **Department for the Blind** (DFB) has committed staff time and expertise to the One-Stop system. DFB has a representative on eight of the eleven local boards and actively participates in the comprehensive One-Stop centers throughout the Commonwealth.

Employer of the Year Award

In August 2000, the Owensboro DES office and Green River WIA staff were in the process of providing rapid response services to a large aluminum company that was laying off employees. Alcan Aluminum contacted the Green River staff and indicated that the company was interested in hiring directly from the pool of workers that were being laid off through an exception in their “normal” hiring process. At a rapid response session, these workers were told about the employment opportunities available to them at Alcan. They completed job applications, the applications were screened, and the employees were scheduled for testing by One Stop partners before they left the rapid response session. Alcan hired several of the workers.

The success of the rapid response effort led Alcan to continue its partnership with the local One-Stop office. The company had always hired a consulting firm for testing and screening. But when Alcan began the recruitment of new employees in January 2001, the company asked if the Henderson DES and One Stop partners could provide the same quality service that had been provided by consulting firms. The partners arranged to screen over 2000 applications, test applicants, and conduct initial interviews. Alcan has hired many of the applicants from the “pool” of qualified applicants and is still using this labor pool to meet current hiring needs. In recognition of this strong partnership, Alcan Aluminum was presented the “Employer of the Year” award by the Department of Training and ReEmployment and the KWIB.



- **Employ Kentucky Operating System (EKOS)**

In 1999, Kentucky joined a consortium of seven states to work with the US Department of Labor and its subcontractor, America's Job Bank (AJB), to help design, customize and implement US DOL's One Stop Operating System (OSOS). Kentucky renamed the application Employ Kentucky Operating System (EKOS) - a comprehensive One-Stop operating technology system designed to help Kentucky meet the reporting, tracking and case management needs of the Workforce Investment Act. Although progress toward implementation has been much slower than originally expected, as of January 2002, the Cabinet for Workforce Development was working with the local Workforce Investment Boards and the Governor's Office of Technology to conduct a comprehensive pilot. The pilot will provide the project team with valuable information that will be instrumental in the successful implementation of EKOS.

- **Cabinet for Workforce Development Redesign**

In calendar year 2000, the Cabinet for Workforce Development (CWD) established six employee driven teams to make recommendations to the leadership team about ways the CWD could be redesigned to be more responsive to the needs of both internal and external customers. The leadership team and Secretary Rose endorsed the overwhelming majority of the recommendations and set forth an implementation plan. Redesign successes include:

- Greater emphasis on marketing services to both business and individual customers.
- Refocus of human resource services away from "administrative hoops" toward staff development and technical support to the departments.
- Focus on continuous improvement of our services and meeting the needs of customers.
- Increased communication with cabinet employees via an intranet page.

- **Kentucky Workforce Alliance**

The Workforce Alliance coordinates the workforce education and training services provided by Kentucky's public agencies. The Alliance provides a responsive, coordinated approach to leveraging new and existing resources to maximize the numbers of adults and employers served through workforce training programs. The Alliance's three major partners are the Cabinet for Workforce Development, the Kentucky Community and Technical College System, and the Economic Development Cabinet.

- **Program Year 1999 Incentive Funds Award**

As a result of exceeding negotiated Workforce Investment Act (WIA) performance levels during Program Year 1999 for both the WIA Title 1B programs and the adult education services, the Commonwealth of **Kentucky received \$1,400,631 in incentive funds.** A cross-agency team developed a plan for the use of these funds, with particular emphasis on "system building initiatives." This plan identified five priority areas: 1) accessibility of workstations in One-Stop resource rooms; 2) an evaluation system for One-Stop system-wide accountability; 3) staff training and system capacity building; 4) improved technology at the One-Stops; and 5) local Workforce Investment Area pilot projects.

- **Rapid Response Team**

The state Rapid Response Team, part of the Department for Training and ReEmployment, expanded its efforts to provide employers and dislocated workers with a wide array of information about available workforce development programs and

**Fast
Facts**

**Rapid Response
Team**

**58 businesses
served**

**8,679 individuals
served**

**\$440,041
expended on
services**

services, including retraining available through the Dislocated Worker Program. The Team shortened their response time to employers and increased the number of partners participating at the affected worksites. The Rapid Response Team created a staff training and “certification” process that establishes common standards for team members from all programs and local areas.

Finding Solutions

The Cumberland Workforce Investment Area staff and their One-Stop partners substantially expedited their rapid response effort for 300+ employees from Tecumseh Products. Somerset Technical College assisted in setting up thirty computers that were used to provide assessment services. A concerted effort on the part of all partners resulted in preliminary screening and assessment services being delivered in less than five days to the 300+ workers. As a result, the laid off workers were quickly connected to appropriate training services or assisted in locating another job.

Fast Facts

Adult Education

Served 62,734
Kentuckians

13,939
customers
earned a GED

2,496 customers
entered
postsecondary
education or
training.

- **One-Stop Accessibility Work Group**

The One-Stop Accessibility Work Group was formed in September 2000 to develop a plan to ensure that One-Stops are accessible for persons with disabilities, limited English speaking participants, older workers and other populations with special needs. The three major projects of the team are producing a resource guide for the One-Stops, designing and delivering training to One-Stop center staff on how to effectively serve special needs populations (with particular focus on persons with disabilities), and ensuring that each comprehensive One-Stop has at least one computer workstation in its resource room with the appropriate adaptive equipment (hardware and software). Additionally, the Department for Training and ReEmployment has enhanced its ability to serve limited English speaking individuals by hiring bilingual staff members, purchasing interpretative equipment and translating the Rapid Response Team information packet into Spanish.

- **Adult Education Reform**

Senate Bill 1, passed during the 2000 session of the Kentucky General Assembly and signed by the Governor on April 26, 2000, provided the blueprint for building a new adult education system in the Commonwealth. Fiscal year 2000-2001 was devoted to laying the foundation for this new system. The legislation required the Council on Postsecondary Education (CPE) to establish a statewide mission for adult education and develop a 20-year strategy in partnership with the Department for Adult Education and Literacy (DAEL). The legislation charged DAEL with implementing the plan to reduce the number of adults at low levels of literacy and most in need of adult education and literacy services. Some of the early accomplishments include:

- The Division for Workforce Investment (DAEL) spearheaded efforts to increase services to the business community. Training and Development coordinators, working with both employers and local providers, delivered workplace essential skills training to over 11,000 adults in the workplace.
- Implemented a new GED incentive program for individuals and employers.
- Initiated Kentucky Virtual Adult Education (KVAE) that serves as the Web-based entry point to adult education for students. Learners register online and study independently anytime, anywhere, or receive support and tutoring at a learning center.

- **Joint Staff Appointments**

In order to formalize and strengthen workforce partnerships in several arenas, the following joint position appointments were made:

- Dr. Cheryl King was appointed as the Commissioner of Adult Education and Literacy with the Cabinet for Workforce Development, and as Associate Vice-President for Adult Education with the Council on Postsecondary Education.
- Emil Jezik was appointed as the Commissioner of the Department for Technical Education with the Cabinet for Workforce Development and Executive Director of Workforce Training with the Kentucky Community and Technical College System.

- **Training Consortia**

At the end of FY 2001 there were 35 active training consortia in Kentucky, with 9 more communities expressing an interest in forming a consortium. This sectoral approach to training is led by Bluegrass State Skills Corporation (BSSC), in conjunction with the Department for Technical Education.

NELCO-Bluegrass State Skills Corporation Project

In August and September of 2000, two long-time employers in Bardstown, Kentucky closed. Three hundred fifty jobs in the Nelson County area disappeared.

To respond to the needs of these workers, the Nelson County Training Consortium (NELCO) formed a collaborative partnership with: Bardstown Industrial Development Corp., Dept. for Employment Services, Dept. for Technical Education, KY Community and Technical College System, Lincoln Trail Area Development District/Workforce Investment Board, Nelson County Adult Learning Center, Nelson County Economic Development Agency and the Nelson County Fiscal Court.

NELCO was awarded a \$234,000 grant through the Bluegrass State Skills Corp., along with a \$50,000 contribution from Nelson County Fiscal Court. The partnership used the funds to provide short-term training, college tuition reimbursement and on-the-job training for more than 120 workers. In addition, individuals were provided with the opportunity to be the first in the state to participate in the Kentucky Manufacturing Skills Standards Certification program.

Over 70% of the dislocated workers have obtained employment. Several were eligible for retirement and chose not to re-enter the workforce. Over one hundred individuals participated in various training programs and many received their GED.

This unique partnership has received favorable statewide and national recognition, including receiving the **NADO (National Association of Development Organizations) Innovation Award for outstanding Public/Private Partnerships**. It is a model that can be replicated by other Kentucky communities dealing with the loss of jobs. The partnership has extended to the planning of job fairs and other activities that will strengthen the workforce of Nelson County.

GOAL 4

To establish Kentucky as a national leader in workforce development and life-long learning.

Board Initiatives:

- **National Association of State Workforce Board Chairs**
Chair Ken Oilschlager and Executive Director Nancy Laprade have been very active in the state chairs association, as well as other national groups (i.e. *NGA Center for Best Practices*).
- **Panel Participation at Regional and National Conferences**
Kentucky Workforce Investment Board staff and Department for Training and Re-Employment staff have been called upon to make presentations at numerous regional and national conferences on such topics as program monitoring, exemplary youth services, rapid response and “Meeting short-term workforce development needs while making progress toward long-term reform”.

Partner Initiatives:

- **National Alliance of Business “State of the Year”**
Kentucky received the 2001 State of the Year Distinguished Performance Award in recognition of the state’s commitment to improving student achievement and workforce quality and its accomplishments in these areas. Gov. Paul E. Patton accepted the award at the National Alliance of Business’ annual meeting in November 2001.
- **Kentucky Rehab Agencies ranked fifth in the nation**
In a recent study by the *Journal of Rehabilitation Administration*, vocational rehabilitation services provided by Department of Vocational Rehabilitation and Department for the Blind were ranked fifth in the nation. Derived from 1998 figures, the most recent data available, the rankings resulted from several measures, including the percentage of all consumers who retained a job or gained employment, the average cost of services, and the percentage of consumers who were earning wages above the poverty line. More recent data collected by the two departments show that they have continued their success.
- **Kentucky ranked fifth in the nation in workforce training**
In the October 2001 edition of *Expansion Management*, Kentucky was ranked fifth in the nation for workforce training. This ranking was the result of a survey sent to over 50 site location consultants for their picks on the best states for workforce training, with a particular focus on medium-sized manufacturers.
- **KCTCS recognized for Ready-to-Work Program**
The Kentucky Community and Technical College System received national and statewide honors for the Ready-to-Work Program from the American Association for Women in Community Colleges as the 2001 Model Program and from the Kentucky Cabinet for Families and Children with the “Secretary’s Quality of Life Award.”
- **Kentucky ranked third in the nation in GED increase**
Kentucky increased the number of people completing the GED tests by 13.1 percent in 2000. The increase put the state third out of 50 states in the percentage of increase in the number of people completing all five tests of the GED. Of those completing all five tests, 13,939 passed the GED.

Fast Facts

Department for the Blind

Served 1,501 individuals in its vocational program

Total gain in earnings by consumers served by the department was \$4,537,676.

Department of Vocational Rehabilitation

4,873 individuals with disabilities achieved positive employment outcomes

These individuals now earn an estimated \$75.7 million a year

GOAL 5

To increase coordination, communication and resources to provide universal access to quality workforce development services for Kentucky's youth.

Board Initiatives:

- **Youth Committee**

The KWIB established the Youth Committee as one of the five standing committees of the state board. This committee consists of five members who work directly with, or who have shown an interest in, youth issues. The committee's main focus is to review services statewide to determine what resources/services are available to youth and to facilitate any needed coordination of state level partners.

Partner Initiatives:

- **Youth Roundtables**

The Department for Training and ReEmployment (DTR) hosted two youth roundtable discussions for youth council chairs and members and youth service staff. The agendas included presentations about successful local area programs, regional youth councils, and partner agencies' services. Presentations about innovative youth programs within the state and throughout the region were also featured.

- **Youth ExtraNet**

DTR developed a Web site designed for local area staff to use as the primary means of sharing information and resources among and between state and local youth staff. The site includes a "questions and answers" area, a record of youth policy and procedures, information on promising practices, and technical assistance information.

- **Youth Opportunity**

The KentuckianaWorks Workforce Investment Board received \$7 million in second year funding for its Youth Opportunity Grant Initiative to serve the 6000 young people in Louisville's Empowerment Zone. The funding provided for the opening of a second youth services center and reorganization of the project under local leadership using the new name LYON---Louisville Youth Opportunity Network.

**Fast
Facts**

**Department for
Technical
Education**

**Over 18,000
students enrolled
in Area
Technology
Centers**

**2,065 program
completers**

Outstanding Program for 2001:

One small group of Youth Program participants in the EKCEP WIA spent the summer painting a two-story mural on the side of the Bell-Whitley Community Action JobSight building, and drew statewide recognition for the program. The mural, designed by a Bell County artist, shows several aspects of local culture in vignettes which blend into each other across an imaginary landscape. Response has been very positive from local and state officials. The mural project was an important element in the Bell County program's earning recognition as an "Outstanding Program for 2001" by the Kentucky Cabinet for Workforce Development. For its part in making the mural possible, EKCEP has been nominated for a Governor's Award in the Arts in the Government Award Category.

Major Challenges for Program Years 2001 and 2002

- **Employ Kentucky Operating System (EKOS) Implementation**

One of the outstanding critical needs of the system is the need for a comprehensive client tracking, reporting and case management system. The delays in implementing the EKOS system have presented significant challenges and frustrations for both local and state partners. As of January 2002, the pilot being conducted in the Bluegrass Workforce Investment Area has been very promising.

- **Meeting the Needs of the Business Community and Engaging Business as Full Partners**

Although the language of the Workforce Investment Act focuses on the importance of engaging the business community, the system, for the most part, has not met this challenge. Therefore, we must find ways to truly meet the workforce needs of the business community, as well as fully engage business partners on the state and local boards in meaningful strategic planning and action. This includes such things as expanding and fully promoting the use of *skills standards* and developing a *business outreach system* that makes it easier for businesses to access workforce development services.

- **Capacity Building and Training for One-Stop Staff and Workforce Investment Boards**

Training and capacity building will remain an ongoing need if we are to meet the goal of bringing Kentucky's workforce investment system to a new level of broad strategic thinking and action. The 1999 Incentive Funds will provide some resources for this, but this will and must continue as an ongoing priority and challenge. As one important capacity building initiative, the KWIB plans to host the first annual conference for local board members in Kentucky in fall of 2002.

- **Marketing and public relations**

In order to be truly effective as a broad policy board and the overseer and promoter of the one-stop system, several critical challenges must be addressed:

- Marketing and promoting the one-stop system across the Commonwealth, in conjunction with the local boards.
- Providing outreach and promotion of services to the business community, including such things as training and recruitment services, the Kentucky Employability Certificate, Skills Standards and the Workforce Alliance.
- Identifying, articulating and promoting critical workforce development issues that need to be addressed.

- **Accountability and Financial Tracking Systems**

Since the comprehensive evaluation and continuous improvement system will not be fully developed until March 2003, the KWIB Accountability and Funding Committee is working closely with the Department of Training and ReEmployment (DTR) to provide guidance on a set of "dashboard indicators" that the committee can review as a part of their oversight and continuous improvement responsibilities. Additionally, DTR is developing a computerized financial management system that will make financial information more timely, easier for local WIA personnel to submit and less prone to errors and rework.

- **Resource challenges**

Budget challenges at both the federal and state level will present resource challenges for the system, particularly in the areas of one-stop infrastructure and youth programs.

Appendices

Appendix A

Kentucky Workforce Investment Board Members

Kenneth H. Oilschlager, Chair

John W. Adams

David Armstrong

James E. Baker

Charlie Borders

Larry Clark

Bill Clouse

James P. Cole

Martha Layne Collins

Dudley Cooper

Mike Dixon

David Englemon

Michael E. Garrison

Ronald G. Geary

Margaret P. Grissom

Elmo C. Head, Jr.

Billy G. Jackson

Annette Jones

Michael B. McCall

Randy McQueen

Kay Meurer

Todd Mills

Joey Pendleton

James Ramsey

Ronald J. Ramsey

Nicholas B. Rapier

A.V. Rash

Benjamin Richmond

Allen D. Rose

James E. Shane

George R. Sotsky

Glenna Taylor

KWIB Staff

Nancy Laprade, Executive Director

Cassandra Bagley, Partnerships Coordinator

Vicky Nicholas, Executive Assistant

Appendix B

Local Workforce Investment Area Directors and Board Chairs

Barren River Workforce Investment Area

Counties: Allen, Barren, Butler, Edmonson, Hart, Logan, Metcalf, Monroe, Simpson, Warren

George E. Leamon, Director

Randy Sexton, Chair

Bluegrass Workforce Investment Area

Counties: Anderson, Bourbon, Boyle, Clark, Estill, Fayette, Franklin, Garrard, Harrison, Jessamine, Lincoln, Madison, Mercer, Nicholas, Powell, Scott, Woodford

Susan Craft, Director

Rob Rumpke, Chair

Cumberlands Workforce Investment Area

Counties: Adair, Casey, Clinton, Cumberland, Green, Laurel, McCreary, Pulaski, Rockcastle, Russell, Taylor, Wayne, Whitley

Darryl McGaha, Director

Wendall Emerson, Chair

EKCEP Workforce Investment Area

Counties: Bell, Breathitt, Carter, Clay, Elliott, Floyd, Harlan, Jackson, Johnson, Knott, Knox, Lawrence, Lee, Leslie, Letcher, Magoffin, Martin, Menifee, Morgan, Owsley, Perry, Pike, Wolfe

Mable Duke, Director

Rocky Adkins, Chair

Greater Louisville Workforce Investment Area

County: Jefferson, Bullitt, Henry, Oldham, Shelby, Spencer, Trimble

Robert A. Huffman, Director

Barry Armstrong, Chair

Local Workforce Investment Area Directors and Board Chairs

Green River Workforce Investment Area

Counties: Daviess, Hancock, Henderson, McLean, Ohio, Union, Webster

Sonya Fife-Howard, Director

Lorna Littrell, Chair

Lincoln Trail Workforce Investment Area

Counties: Breckinridge, Grayson, Hardin, Larue, Marion, Meade, Nelson, Washington

Sherry Johnson, Director

Nicky Rapier, Chair

Northern Kentucky Workforce Investment Area

Counties: Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, Pendleton

Barbara Stewart, Director

Jack Frisk, Chair

Purchase/Pennyrile Workforce Investment Area

Counties: Ballard, Caldwell, Calloway, Carlisle, Christian, Crittenden, Fulton, Graves, Hickman, Hopkins, Livingston, Lyon, Marshall, McCracken, Muhlenberg, Todd, Trigg

Sheila Clark, Director

Clyde Elrod, Chair

TENCO Workforce Investment Area

Counties: Bath, Boyd, Bracken, Fleming, Greenup, Lewis, Mason, Montgomery, Robertson, Rowan

Marlene Duffy, Director

Louie Flanery, Chair

Appendix C

Major Partners

Cabinet for Workforce Development	Secretary Allen Rose
Department for Adult Education and Literacy	Commissioner Cheryl King
Department for the Blind	Commissioner Denise Placido
Department for Employment Services	Commissioner James Thompson
Department for Technical Education	Commissioner Emil Jezik
Department for Training and ReEmployment	Commissioner Bill Gaunce
Department of Vocational Rehabilitation	Commissioner Sam Serraglio
Kentucky School to Work Program	Director Dianne Smithers
Cabinet for Economic Development	Secretary Gene Strong
Bluegrass State Skills Corporation	Director Ken Carroll
Council on Postsecondary Education	President Gordon Davies
Kentucky Community and Technical College System	President Michael B. McCall
Kentucky Department of Education	Commissioner Gene Wilhoit
Office of the New Economy	Commissioner Bill Brundage

Appendix D

Final Performance Measures Program Year 2000 (July 1, 2000 - June 30, 2001)

Population	Measure	Negotiated Rate	Actual Performance	% of Negotiated Rate	Met Federal Standards
Adults	Entered Employment Rate	63.00%	61.53%	97.67%	Yes
	6 Month Retention Rate	73.00%	70.44%	96.49%	Yes
	6 Month Earnings Change	\$3,400.00	\$4,734.75	139.26%	Yes
	Employed & Earned Credential	45.00%	48.23%	107.18%	Yes
Dislocated Workers	Entered Employment Rate	68.00%	74.88%	110.12%	Yes
	6 Month Retention Rate	81.00%	87.64%	108.20%	Yes
	6 Month Wage Replacement	85.00%	84.76%	99.72%	Yes
	Employed & Earned Credential	45.00%	54.65%	121.44%	Yes
Older Youth (19-21 yrs)	Entered Employment Rate	61.00%	63.58%	104.23%	Yes
	6 Month Retention Rate	70.00%	75.57%	107.96%	Yes
	6 Month Earning Change	\$2,835.00	\$4,727.00	166.74%	Yes
	Employed & Earned Credential	35.00%	39.61%	113.17%	Yes
Younger Youth (14-18 yrs)	Skills Attainment	65.40%	81.41%	124.48%	Yes
	Earned Diploma (GED)	40.00%	49.43%	123.58%	Yes
	6 Month Retention in Positive Activity	64.40%	70.95%	110.17%	Yes
Employers	Customer Satisfaction	69.40%	82.91%	119.47%	Yes
Individual Customers	Customer Satisfaction	60.00%	74.26%	123.77%	Yes

Appendix E

**Commonwealth of Kentucky Statewide Accountability
Workforce Investment Act Title IB Cost of Program Activities
Program Year 2000 (July 1, 2000 - June 30, 2001)**

Program Activity		Total Federal Spending
Local Adults		11,643,724
Local Dislocated Workers		6,196,535
Local Youth		11,854,309
Statewide Rapid Response		454,675
Governor's Reserve (Required)		885,659
WIA Incentive Funds to Local Areas	750,000	
Other	135,659	
Governor's Reserve (Allowable)		3,397,002
Jobs for Kentucky's Graduates (JKG)	576,400	
Jobs for America's Graduates (JAG)	184,348	
Employ Kentucky Operating System	271,735	
State Administration	1,775,679	
Miscellaneous	588,840	
Total of All Federal Spending Listed Above		\$34,431,904